

Appendix L: High Level Business Plan Tables

Table 1: HLBP Methodology

	Strategy	Information Sources	Responsible
1	Review past studies and recommendations	<ul style="list-style-type: none"> ▪ Dye Quantifiable Business Case (QBC)/Business Operations Model Report and supporting documents ▪ County Auditor's Report ▪ Executive ABT Recommendation and Business Case ▪ ABT Work Group documents ▪ Financial Systems Replacement Project (FSRP) reports and project documents ▪ Other studies 	Project Management Office (PMO) Staff Subject Matter Experts (SMEs) Consultant
2	Review non-County studies and recommendations	<ul style="list-style-type: none"> ▪ Industry best practices ▪ Vendor documentation ▪ Other sources 	PMO Staff SMEs Consultant
3	Validate the information	<ul style="list-style-type: none"> ▪ ABT Work Group meetings – Initial work group included PMO staff and department staff involved in past FSRP and ABT efforts. Other work groups identified based on areas of focus to allow for county wide validation of the information. ▪ Department and separately elected organization SMEs focus meetings ▪ Other forums 	PMO Staff SMEs Consultant
4	Gain County stakeholders approval of deliverables	<ul style="list-style-type: none"> ▪ County stakeholders meetings ▪ ABT Governance structure approval process 	PMO Staff SMEs Consultant

Table 2: ABT Work Sessions

Type of Work Session	Major Focus	Homework Required by Assigned SME/Change Agent	Session Goals
Functional Process Session 1 All Functional Areas	<ul style="list-style-type: none"> ▪ Overview of Workshops and Time Commitment ▪ Recap Business Decisions previously made ▪ Identify Best Practices ▪ Compare Current Process to Vendor's Best Practice Process ▪ Discuss defined Business Decisions where applicable ▪ Gain consensus on future business process where possible 	<ul style="list-style-type: none"> ▪ Validate and update business process maps and tables ▪ Review Education Packet for assigned functional area: <ul style="list-style-type: none"> ○ Process Maps ○ Process Tables ○ Business Operations Model Assessment and Evaluation Sections 	<ul style="list-style-type: none"> ▪ Define Best Practices ▪ Validate current processes ▪ Capture processes where alignment achieved ▪ Identify and capture critical business gaps ▪ Document Business Decisions, Issues, Risks and Action Items ▪ Capture Side Systems ▪ Identify process dependencies/interfaces
Functional Process Session 2 All Functional Areas	<ul style="list-style-type: none"> ▪ System Demonstrations 	<ul style="list-style-type: none"> ▪ Review Education Packet for assigned functional area: <ul style="list-style-type: none"> ○ Improvement Opportunities ○ High Payback Areas ○ Benefits ▪ Identify benefits of future processes ▪ Identify known disadvantages of new processes ▪ Review business processes and define your organization's business priorities ▪ Identify potential roadblocks ▪ Identify organizational impacts (positions, process owners, skill requirements, policies) 	<ul style="list-style-type: none"> ▪ Gain an awareness of how the vendor's standard software supports your organization's business requirements ▪ Identify opportunities to improve processes

Type of Work Session	Major Focus	Homework Required by Assigned SME/Change Agent	Session Goals
Functional Process Session 3 All Functional Areas	<ul style="list-style-type: none"> Recap Session 1 and 2 Findings : <ul style="list-style-type: none"> Business Processes Reviewed Applications Presented and Feedback Original Decisions and Status Issues and Risks identified Prioritize Application Modules Discuss “Proposed” Future Process Maps Provide Summary of Agency Unique Requirements by Process Provide Summary of Side Systems by Agency Validate Improvement Opportunities and High Payback Areas 	<ul style="list-style-type: none"> Review Education Packet for assigned functional area: <ul style="list-style-type: none"> Improvement Opportunities High Payback Areas Benefits Identify benefits of future processes Review “Proposed” Future Business Processes and Define your organization’s business priorities Identify potential roadblocks Identify organizational impacts (positions, process owners, skill requirements, policies) Identify other Business Decisions required 	<ul style="list-style-type: none"> Prioritize Application Modules Discuss “Proposed” Future Processes Identify and capture critical business gaps and areas where consensus achieved Capture updates to Improvement Opportunities and High Payback Areas Document new Business Decisions required Document Business Decisions, Issues, Risks and Action Items
Budget Individual Group Sessions	<ul style="list-style-type: none"> Overview of approach and time commitment Explanation of ABT project stages for Budget Process Recap Business Decisions previously made Gain understanding of organization’s budget system goals, priorities, challenges and future vision 	<ul style="list-style-type: none"> No homework required 	<ul style="list-style-type: none"> Validate previous Business Decisions made Capture organization’s system goals, priorities, challenges and future vision
Budget Session 1 Operating Budget & Capital Budget Sessions	<ul style="list-style-type: none"> Review Budget Best Practices Identify high level business requirements for budget from group interviews Review general budget capabilities available today 	<ul style="list-style-type: none"> Review Education Packet :Problems with existing practices, Budget goals, Business Operations Model Assessment and Evaluation Sections 	<ul style="list-style-type: none"> Identify Best Practices Validate current processes Capture Budget System requirements where alignment achieved Document Business Decisions, Issues, Risks

Type of Work Session	Major Focus	Homework Required by Assigned SME/Change Agent	Session Goals
	<ul style="list-style-type: none"> Review major capabilities used to screen vendors Develop understanding of current side systems in use 		and Action Items
Budget Session 2 Operating Budget & Capital Budget Sessions	<ul style="list-style-type: none"> Review Improvement Opportunities and High Payback Areas Begin review and development of Budget Requirements 	<ul style="list-style-type: none"> Review Education Packet: Improvement Opportunities, High Payback Areas, Benefits Review additional reading material recommended Identify and define benefits and value of current side systems using Survey form 	<ul style="list-style-type: none"> Capture requirements where agreement achieved Capture updates to Improvement Opportunities and High Payback Areas Document Business Decisions, Issues, Risks and Action Items
Budget Session 3 Joint Session Requirements Validation	<ul style="list-style-type: none"> Review and Update Draft Budget System Requirements by major functional area: <ul style="list-style-type: none"> Preparation Review Approval Analysis Implementation Maintenance Gain consensus on budget requirements 	<ul style="list-style-type: none"> Validate that the requirements listed are valid and meet current and future known needs Identify those requirements that you do not feel are valid Suggest clarifications and changes where needed Identify other requirements not listed Continue to identify and define current side systems using Survey form 	<ul style="list-style-type: none"> Validate Budget Requirements complete and confirm agreement with attendees Document Business Decisions, Issues, Risks and Action Items
Budget Session 4 Joint Session Requirements Prioritization	<ul style="list-style-type: none"> Prioritize Budget Requirements: <ul style="list-style-type: none"> High Medium Low Define Mandatory Requirements Review and approve Technical Requirements Review and approve Vendor Requirements 	<ul style="list-style-type: none"> Review Budget Requirements and define your organization's business priorities Document your priority level for each requirement 	<ul style="list-style-type: none"> Prioritize Budget Requirements and confirm agreement with attendees Define Mandatory Requirements Define Vendor Requirements Validate Technical Requirements Document Business Decisions, Issues, Risks and Action Items

Type of Work Session	Major Focus	Homework Required by Assigned SME/Change Agent	Session Goals
Budget Session 5 Joint Session Final Requirements Review	<ul style="list-style-type: none"> Review Budget Requirements Document and reconfirm consensus Discuss potential improvements and High Payback Areas Identify other Business Decisions Required 	<ul style="list-style-type: none"> Review Improvement Opportunities, High Payback Areas Identify organizational impacts (positions, process owners, skill requirements, policies) Next Steps 	<ul style="list-style-type: none"> Validate Budget Requirements are complete and agreement achieved Identify new Business Decisions Required Document Business Decisions, Issues, Risks and Action Items
Alignment Sessions All Functional Areas	<ul style="list-style-type: none"> Review business decision required For each business decision identify the potential impacts of decisions 	<ul style="list-style-type: none"> Review Business Decisions Education packet for business decisions List your organization's concerns or issues related to the business decision prior to each session 	<ul style="list-style-type: none"> Review Current and Future Processes to identify gaps and challenges Document Business Decisions, Issues, Risks and Action Items Document Business Decisions, Issues, Risks and Action Items
Process Dependencies Sessions	<ul style="list-style-type: none"> Review process relationships, dependencies and timing considerations Discuss Side System documentation process 	<ul style="list-style-type: none"> List your organization's concerns or issues related to the process dependencies prior to the session 	<ul style="list-style-type: none"> Create an understanding of the process dependencies and importance of timing Create an understanding of the process of gathering and documenting side system requirements Document Business Decisions, Issues, Risks and Action Items

Table 3: ABT Work Session Schedule

Ref #	Type of Session	Date
Budget Work Sessions		
1	Budget work session with Council Office	Th 2/22/07
2	Budget work session with Budget Offices	Tu 3/6/07
3	Budget work session with County Budget SMEs	Tu 3/6/07
4	Budget work session 1A: Operational Budget SMEs	Th 3/8/07
5	Budget work session 1B: Capital Budget SMEs	Th 3/8/07
6	Budget work session 2A: Operational Budget SMEs	Th 3/22/07
7	Budget work session 2B: Capital Budget SMEs	Th 3/22/07
8	Budget work session 3A: Operational Budget SMEs - Joint meeting	W 4/4/07
9	Budget work session 3B: Capital Budget SMEs - Joint meeting	W 4/4/07
39	Budget work session 4: Combined Operational and Capital SMEs	Th 4/19/07
40	Budget work session 5: Combined Operational and Capital SMEs	Th 5/3/07
Human Resources/Benefits/Payroll Work Sessions		
10	Human Resources/Benefits/PR work session 1A: HR	Th 3/15/07
11	Human Resources/Benefits/PR work session 1B: Payroll	Th 3/15/07
12	Human Resources/Benefits/PR work session 2A: HR	W 3/28/07
13	Human Resources/Benefits/PR work session 2B: Payroll	W 3/28/07
37	Human Resources Oracle Demonstration	Th 4/12/07
14	Human Resources/Benefits/PR work session 3A: HR	W 4/18/07
15	Human Resources/Benefits/PR work session 3B: Payroll	W 4/18/07
Finance Work Sessions		
16	Finance Group A, Session 1	M 2/26/07
19	Finance Group B, Session 1	Tu 2/27/07
22	Finance Group C, Session 1	W 3/7/07
17	Finance Groups A, B & C Session 2 Oracle Demonstration Day 1	Th 4/5/07
23	Finance Groups A, B & C Session 2 Oracle Demonstration Day 2	F 4/6/07
18	Finance Group A, Session 3	M 4/16/07
21	Finance Group B, Session 3	Tu 4/17/07
24	Finance Group C, Session 3	W 4/25/07
Business Decisions Alignment Sessions		
25	Alignment Session 1: Labor Distribution Current Process	Tu 3/20/07
26	Alignment Session 2: Position Management	Tu 4/10/07
27	Alignment Session 3: Payroll Cycle, Time Data Entry	W 4/11/07
28	Alignment Session 4: Emp Performance Management, Position Core Competencies	Tu 4/24/07
29	Alignment Session 5: Cost Allocation, Activity Based Costing	Th 4/26/07
30	Alignment Session 6: Labor Distribution Future Concepts	Tu 5/8/07
31	Alignment Session 7: Accounting Structure	Th 5/10/07
32	Alignment Session 8: Data Management and Reporting	Th 5/17/07

Table 3: ABT Work Session Schedule (continued)

Process Dependencies Sessions		
33	Process Dependencies Session 1	Tu 5/1/07
34	Process Dependencies Session 2	Tu 5/15/07
35	Process Dependencies Session 3	Tu 5/22/07
36	Budget Systems Requirements Document Review - all Budget SMEs	Th 5/31/07
37	HLBP Review - all Finance, HR, Payroll/Benefit SMEs	Tu 6/5/07

TABLE 4: ABT Program Roles and Responsibilities

Subject Matter Experts (SME's)/Change Agents	These are the individuals who understand the business functional requirements, unique challenges, concerns and how to gain consensus, in their respective business areas.	<ul style="list-style-type: none"> ▪ Knowledge of county business function for their department/agency ▪ Authority to make decisions on behalf of their department/agency ▪ Responsible for task completion by their team ▪ Authority to assign resources to accomplish tasks ▪ Active participant in defining their department/agency future ▪ Understands management expectations. ▪ Responsible for monitoring task progress ▪ Document business processes where alignment achieved ▪ Document and Reports Issues and Risks identified ▪ Support the prioritization of business processes ▪ Facilitates ABT communication within their organization ▪ Feedback channel between department/agency and project team
ABT Program Leads	These are the individuals who understand the business functional requirements, unique challenges, concerns and how to gain consensus, in their respective business areas.	<ul style="list-style-type: none"> ▪ Knowledge of business function ▪ Responsible for task completion by their functional area team ▪ Work with agency SME's/Change Agents to support HLBP task assignments ▪ Develop Educational Packets to support project workshops ▪ Document workshop outcomes ▪ Responsible for monitoring task progress by functional area ▪ Facilitates ABT communication within their organization ▪ ABT Change Agent

TABLE 4: ABT Program Roles and Responsibilities (continued)

ABT Change Management & Training Lead	Understands the county culture and change management tools that help support the county staff best when they make a major change.	<ul style="list-style-type: none">▪ Knowledge of business functions▪ Responsible for development of Change Management Plan to support the HLBP project▪ Help develop the agency SME's/Change Agents change management skills to support change in their organization▪ Develop and deliver change management training sessions to expand SME's/Change Agents knowledge of managing change.▪ Develop plans to address Organizational Impacts that are identified during the workshop sessions▪ Develop Training Plan to address impacts identified during workshop sessions▪ Facilitates ABT communication within their organization▪ ABT Change Agent
ABT Communication Lead	These are the individuals who understand the county culture and the communication tools that help support the county staff best when they make a major change.	<ul style="list-style-type: none">▪ Knowledge of business functions▪ Responsible for development of Change Management Plan to support the HLBP project▪ Help develop the agency SME's/Change Agents change management skills to support change in their organization▪ Develop and deliver change management training sessions to expand SME's/Change Agents knowledge of managing change.▪ Develop plans to address Organizational Impacts that are identified during the workshop sessions▪ Develop Training Plan to address impacts identified during workshop sessions▪ Facilitates ABT communication within their organization▪ ABT Change Agent

TABLE 4: ABT Program Roles and Responsibilities (continued)

CIBER Session Facilitators	These are the individuals who understand ERP and how these projects impact an organization's culture and business.	<ul style="list-style-type: none">▪ Knowledge of business functions▪ Responsible for developing a strategy and plan to review business critical processes, process dependencies and key business decisions for the county.▪ Facilitate workshop sessions to develop consensus where possible on business critical processes for the county▪ Document progress made on business decisions and decisions needing additional analysis▪ Document project risks and issues▪ Communicate project information as necessary to the organization▪ Facilitates ABT communication within their organization▪ ABT Change Agent
CIBER Functional Analysts	These are the individuals who understand ERP and how these projects impact an organization's culture and business.	<ul style="list-style-type: none">▪ Knowledge of business functions▪ Knowledge of vendor applications to support business functions▪ Facilitate workshop sessions which will develop consensus, where possible, on business critical processes for the county▪ Document progress made on business decisions and decisions needing additional analysis▪ Document business processes where alignment achieved▪ Document Issues and Risks identified▪ Support the prioritization of business processes▪ Communicate project information as necessary to the organization▪ Facilitates ABT communication within their organization▪ ABT Change Agent
Project Administrator	Provides assistance with the preparation of all project documents, meetings, and communications.	<ul style="list-style-type: none">▪ Provides project team administrative support with the development of project documents▪ Maintains project document repository

Table 6: Cost and Benefits Summary¹

Business Area		Operating Costs	
Financials		\$	34,085,000
Human Resources		\$	28,519,000
Payroll		\$	10,360,000
Budget		\$	11,398,000
		\$	84,362,000 ²
Business Transformation Alternative			
10-Year Cost Estimate		10-YR Cost Estimate	
Implementation Costs (includes debt service)		\$	71,501,916
Incremental Operating Costs		\$	34,469,209
	Total 10 Yr costs	\$	105,971,125 ³
10-Year Net Benefits		\$	236,900,000 ⁴
Annual Benefits by Business Area		Annual Benefits	
Financials Business Area			⁵
1.1. Automate, integrate, and consolidate business processes.	\$	6,211,000	
1.2. Enhance the finance data warehouse		NA	
1.3. Implement electronic document management.	\$	2,490,000	
1.4. Implement procurement best practices	\$	5,484,000	
1.5. Implement capital asset accounting best practices	\$	118,000	
	\$	14,303,000	
Human Resources Business Area			
1.1. Implement performance management best practices	\$	14,082,000	
1.2. Refine and standardize the collective bargaining process	\$	164,000	
1.3. Develop and implement succession planning practices	\$	1,330,000	
1.4. Automate, integrate, and consolidate business processes.	\$	-	
1.5. Implement Quality Assurance (QA) Strategies	\$	1,358,000	
	\$	16,934,000	
Payroll Business Area			
1.1. Automate, integrate, and consolidate business processes.	\$	3,192,000	
Budget Business Area			
1.1. Automate, integrate and consolidate business process.		NA	
1.2. Increase analytical capability		NA	
1.3. Improve capital planning and monitoring.		NA	

¹ QBC, Business Operations Model Report, July 16, 2004,

Does not include Oracle and PeopleSoft Upgrade

² Exhibit E-2: Costs by Business Area, QBC, Business Operations Model Report, July 16, 2004³ Exhibit E-3: 10-Year Cost and Benefits Summary, QBC, BOM Report, July 16, 2004⁴ Exhibit E-4: 10-Year Net Benefit Comparison, QBC, BOM Report, July 16, 2004⁵ Exhibit E-4: Projected Benefits, QBC, BOM Report, July 16, 2004

Exhibit 1
Auditor's Adjustments to Net Present Value Benefits of QBC

	Financial-related areas¹	Human Resource-related areas	Total Project Value
QBC's Net Present Value (NPV) Benefits	\$34.3 million	\$141.8 million	\$176.1 million
Revised NPV benefits after auditor's technical adjustments²	\$6.3 million	\$84.6 million	\$90.9 million
Revised NPV benefits after auditor's technical adjustments and after removing employee productivity benefit	\$6.3 million	\$11 million	\$17.3 million
Overall conclusion	Operating costs appear to be reasonable estimates, but the majority of implementation costs need updating.	Estimated benefits are overstated, and some major assumptions not validated. Conservative adjustments result in far lower benefits.	Project shows potential to pay for itself.

Source: QBC report (Dye Management Group, Inc.) and RWH Consulting/Auditor's Office analysis.

¹ "Financial-related" includes integrated financial systems, payroll, and budget changes.

² Assumes a 15 percent discount rate (10 percent real rate of return plus 5 percent inflation). A less conservative 10 percent discount rate (5 percent real rate of return plus 5 percent inflation) would yield an overall NPV of \$34.5 million.